LANE: STANDARD RED CEDAR CHEST CO.

LANE CEDAR CHESTS
are
BETTER CHESTS

Because they embody ten features never before combined in a chest of any kind

Lane Quality is more than "skin deep." It's built into every part of the chest; it's evident in each Lane method of construction—from the time the cedar trees are felled until the safely crated chests reach you.

Protection from moths, dust and dampness is what your customers want. They get that in Lane Standard Chests, but they get in addition lasting beauty and utility—at popular prices—that insure complete satisfaction. Here are the ten reasons for Lane superiority:

1. Lane Standard Chests are made of carefully selected aromatic red cedar.
2. Trees are band sawed in our own mills to emphasize the beautiful natural graining.
3. Lumber is dry-kiln cured and scientifically treated to preserve the efficacious moth destroying cedar oil.
4. Panels are fabricated on a Linderman dovetail glue jointer that eliminates cracks, hair lines and warping. Joints are as strong as the wood itself.
5. Double locked corner constructions cannot pull apart.
6. Lids equipped with dust strips and two hinge stays. Dust cannot sift in.
7. Feet screwed on, not nailed, and supported by hard poplar blocks. Permanent!
8. Yale Locks are standard equipment. Extra heavy double brass plated hinges and lid supports.
9. Bottoms finely finished and painted. They are dust and damp proof.
10. Three coats of genuine shellac applied before chests are varnished.

LANE Standard Altavista Va.

Panel joints are as strong as the wood itself.

Locked corners that cannot pull apart

No. 4445—44x21x23
Gloss finish (one of the seventy-six designs)

Lane Standard Chests are prestige builders. Write today for illustrated folders and prices, and information on the sales helps furnished Lane dealers.

STANDARD RED CEDAR CHEST COMPANY
ALTAVISTA INCORPORATED VIRGINIA

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HAND BOOK OF THE ALLIED INTERIOR DECORATIVE TRADES

LANE Standard Altavista Va.

This trade mark instantly identifies

LANE RED CEDAR CHESTS

The popular priced high class line.

Exclusive Construction Features
Attractive and Snappy Designs
Nationally Advertised
Valuable Dealer Helps

Shown by our traveling representatives and on display following markets:

1319 MICHIGAN AVE., CHICAGO.
KLINGMAN BUILDING, GRAND RAPIDS
FURNITURE EXCHANGE BLDG., NEW YORK
FURNITURE EXCHANGE BLDG., SAN FRANCISCO.

THE LANE COMPANY, Inc.,
Formerly The Standard Red Cedar Chest Co., Inc.,
ALTAVISTA, VIRGINIA.
Nothing changed but the name.

132 "I saw it in the Hand Book"

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Hand Book of the Allied Interior Decorative Trades - Google Books
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AUGUST 28, 1923 U. S. PATENT OFFICE. 697

Ser. No. 180,093. (CLASS 6. CHEMICALS, MEDICINES, AND PHARMACEUTICAL PREPARATIONS.) M. M. WINCHELL CO., Pasadena, Calif. Filed May 2, 1923.

MAKITAN

Particular description of goods.—Preparation for the Treatment of Piles.
Claims use since Jan. 1, 1920.

Ser. No. 180,121. (CLASS 39. CLOTHING.) THE J. L. HUDSON CO., Detroit, Mich. Filed May 3, 1923.

Hudson Maid

The picture is fanciful.
Particular description of goods.—Ladies' and Misses' Dresses.
Claims use since Feb. 1, 1923.

Ser. No. 180,151. (CLASS 39. CLOTHING.) STRAWBRIDGE & CLOTHIER, Philadelphia, Pa. Filed May 3, 1923.

NON-FADO

Particular description of goods.—Men's and Boys' Outer Clothing—Namely, Suits.
Claims use since Mar. 31, 1923.

Ser. No. 180,153. (CLASS 29. BROOMS, BRUSHES, AND DUSTERS.) HOWARD D. THOMAS, doing business as Howard D. Thomas Co., Seattle, Wash. Filed May 3, 1923.

RAIN-E-DAY

Particular description of goods.—Windshield Cleaners of the Squeegee Type.
Claims use since Oct. 15, 1917.

Ser. No. 180,292. (CLASS 6. CHEMICALS, MEDICINES, AND PHARMACEUTICAL PREPARATIONS.) NO-MOR PRODUCTS CO., Los Angeles, Calif. Filed May 7, 1923.

NO-MOR FLY

Particular description of goods.—Composition in the Form of a Liquid for Exterminating Insects.
Claims use since Apr. 2, 1923.

Ser. No. 180,328. (CLASS 6. CHEMICALS, MEDICINES, AND PHARMACEUTICAL PREPARATIONS.) ARAM K. CONDAKJIAN, Fresno, Calif. Filed May 8, 1923.

EMERALD'S REMEDY-FOR-PILES

No claim made to the use of the words "Emerald's" and "Remedy-For-Piles" apart from the mark as shown in the drawing.
Particular description of goods.—Salves and Pills Used In the Treatment of Piles.
Claims use since October, 1922.

Ser. No. 180,377. (CLASS 32. FURNITURE AND UPHOLSTERY.) THE LANE CO., INC., Altavista, Va. Filed May 9, 1923.

LANE Standard Altavista, Va.

No claim made to "Lane Standard Altavista, Va." apart from the mark as shown.
Particular description of goods.—Cedar Chests.
Claims use since July 18, 1922.

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LANE Altavista, Va.

Designed especially to be given as graduation gifts...

$29.95
$25.00
$35.00
CONVENIENT TERMS CAN BE ARRANGED
A SMALL PAYMENT DOWN—BALANCE MONTHLY
(CERTIFIED)
LANE Cedar Chests

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Books to Live By

emancipation of Turkish women. In telling why she had so many orphans to save, she reveals the history of Turkey.

A book that comes very pat after Halidé Edib's is Alice Beal Parsons' "Woman's Dilemma" (Crowell—$1.50), the best discussion I've yet seen of woman's problem today under our Western civilization, the demands upon her, her duty to society and the home. While it is the careful work of an author who shirks no phase of her problem and who knows her physiology and biology and sociology, it is, nevertheless, clear, lucid, and in spots thrilling. For she does not attack her subject in the rarefied and murky atmosphere of theory and idealism, but on the ground of practicality, discussing such direct and homely phases of it as how the cooking shall be done and the children be taken care of. Margery may not agree with all or any of it. But it is a book any woman should find valuable, if only that it makes her formulate her reasons for disagreement.

"And don't forget," Margery went on, "that I still like chat and chaff and nonsense and reminiscence. You know the kind of conversation you dream about and never get except in the books of those who write the conversation they never make."

If You Lived in the Nineties

I laughed. That was so like Margery. Well, it was obvious what the book should be—"The Mauve Decade," by Thomas Beer (Knopf—$3.50). I picked it off a counter of popular books with the impression it would give me another report of the amusing customs depicted so entertainingly in Mark Sullivan's "Our Times" (Scribners—$5.00). As there happen to be my times—that is, the day when James and I were young—I find reading about them the most sentimental and amusing of pastimes. I can't really decide just how "Our Times" will appeal to those people who were born after 1900. It seems to me they require the cooperation of the memory of the reader for their full enjoyment. Not so Mr. Beer's "The Mauve Decade." It is written by Post-Nineteen Hundred for Post-Nineteen Hundred and offers us who lived in the Nineties the uncertain satisfaction of seeing ourselves as our successors see us, an ordeal far worse than that sung by Bobbie Burns in his immortal "Wad some Pow'r the giftie gie us."

I suppose one's reaction to "The Mauve Decade" is really dependent on his or her age. It probably grows pleasanter, the nearer the reader is to twenty-five, but one's criticism probably grows in value the further he is from twenty-five. At ninety, or even at seventy, one might be able to discriminate properly between the sentimentality of the nineties and Thomas Beer's variety, and to laugh at both or to find Mr. Beer's indignation as to the lack of detachment in Victorian prudery also amusingly undetached.

Yes, "The Mauve Decade" is today's youth laughing at its elders, as its youth in turn will laugh at it. Its tone toward the Nineties is expressed in Whistler's "Mauve" Mauve is just pink trying to be purple." Of course, some of us think the result excuses the intention. There really is a—well, a something pleasant about mauve, only is the Nineties we called it "hellotrope."

But Mr. Beer, who is as young—delightfully, refreshingly young, whatever his age may be—tells us so many, many things we hadn't time in the Nineties to notice for ourselves, that we forgive him. He is, of course, subtle and severe; oh, frightfully severe and ironically subtle! And yet in his strictures on the Nineties he reveals the Twenties as nothing has done it heretofore. And this is what makes him worth reading and why I suggest him to my sick friend. He gave me the clearest idea I've yet gained of what these young writers are driving at; what standards they have raised in literature to replace those they have knocked down as "prudish."

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Act now against this flitting pest!

No. 48923

A window seat design and walnut finished, with cedar-lined storage and an ideal hope chest. The design on the front is genuine hand decorated

No. 48130

A full-size utility chest, handsomely finished in walnut, sturdily framed, but trimmed under finished with Disco

No. 48916

A typical Spanish walnut finished chest, cedar lined, its console effect and bright make it convenient for halls and living rooms

DO you realize that the ruin wrought by moth larvae runs to more than $200,000,000 annually—that the damage inflicted is usually irreparable? Few women however fear moths until too late. After the damage—then regrets.

Be forewarned! Store your furs, wraps, down comforters, woolen and silken things where they are safe from moths—in a moth-proof, dust-proof, damp-proof Lane Cedar Chest. *Keep* them in it. For moth eggs can hatch in from two to ten days. And the worm begins immediately to *feed!*

The Lane means convenience and positive moth protection for a life-time. A super-chest built with nine points of perfection—to be selected if only for its more enduring moth-killing efficiency. Its panels of selected red cedar heartwood are a full three-quarters of an inch thick, have a heavier oil content, give maximum moth-protection, while warp-proof air tight lids and inseparably interlocked joints lock in the aroma, prolong still further its effectiveness.

Ideal, as a console table; a hall, window or bed seat or chamber dressing lounge matching other furniture. Many interesting models in plain and period designs in cedar, and walnut, cedar-lined.

See Lanes at your dealer's. Look for the Lane trademark under the lid. Write for our beautiful and instructive folder, "Why to Select a Lane."

LANE

9-POINT

Cedar Chest

THE LANE COMPANY, Inc. *Altavista, Virginia*

204 September 1926 Good Housekeeping

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MANUFACTURERS RECORD. 43

Buy Your Pumps on a Service-Efficiency Basis

When you count the cost of the ordinary pump in repairs, delays and low efficiency, you will find the

Buffalo Pump

not only a wise but a necessary investment.

You can buy a Buffalo Pump to meet any kind of pumping work, and no matter what condition you buy it for it is sold on a strict efficiency-durability basis and is fully guaranteed for the service for which we recommend it.

You'll find, as others have found, that Buffalo Pumps have the reliability that is essential to satisfactory service. Let us figure with you on this basis—just write the nearest house for quotations on your needs.

CATALOGS ON REQUEST

No. 227-Q, Steam Pumps No. 230-Q, Centrifugal Pumps
No. 228-Q, Power Pumps No. 231-Q, Turbine Pumps

Buffalo Steam Pump Co.
Buffalo, N. Y.

New York Philadelphia St. Louis Chicago
Pittsburgh Cincinnati Birmingham Charlotte

Buffalo Duplex Outside Packed Plunger Pump

Buffalo Steam Pump for high pressures for Hydraulic Machinery, Oil Mills, etc.

Standard Red Cedar Chests

Made in the mountains of Virginia, in the most completely equipped factory in America. From the most fragrant and beautifully figured red cedar known. Catalogue on request. Foreign Inquiries Solicited.

Dept. 34 STANDARD RED CEDAR CHEST CO., Inc. Altavista, Va.

Machines

All Sizes for Pipe Mills Gas and Steam Fitters

This cut shows our 2 A Improved Pipe Threading, Cutting and Nipple Machine. Design 1 to 6 inclusive. Pipe can be given a taper thread without stopping the chuck, by a simple movement of the lever.

Write for Catalogue "C."

D. SAUNDERS' SONS, Inc.
Yonkers, N. Y.

STANDARD ASBESTOS CEMENT FOR BOILERS

Made of Asbestos Fibre and other non-conductors easily applied with trowel. Not corrosive and unsurpassed for non-conducting. Coating one inch a necessity. Let us estimate.

SOUTHERN ASBESTOS MFG. CO., Inc. - Richmond, Va.
Successors to Southern Pipe Covering Co.
Asbestos Pipe Covering, Packing and Roofing

Sturtevant
(REG. U. S. PAT. OFF.)
AIR WASHERS

In the BANCROFT HOTEL, Worcester, Mass.

THE New Hotel Bancroft, in Worcester, Massachusetts is considered one of the finest 300 room hotels in America and is the most economical hotel of its size to operate. This hotel is equipped throughout with Sturtevant apparatus including Sturtevant Air Washing apparatus.

THESE Air Washers which are giving such satisfactory service in this, as well as in other prominent buildings throughout the country, have many special features.

The simple and exceptionally efficient Spray Nozzles which never clog or get out of order, and work efficiently at low pressure.

The easily removable Strainer, with the extra large straining area which prevents undue resistance on the pumps.

The highly efficient Eliminators which scrub the air and eliminate every particle of entrained moisture, all these contribute towards making the Sturtevant an exceptionally efficient Air Washer and a small user of power.

Ask for Catalog 225-N

B. F. Sturtevant Company
HYDE PARK, BOSTON, MASSACHUSETTS
and all principal cities of the world

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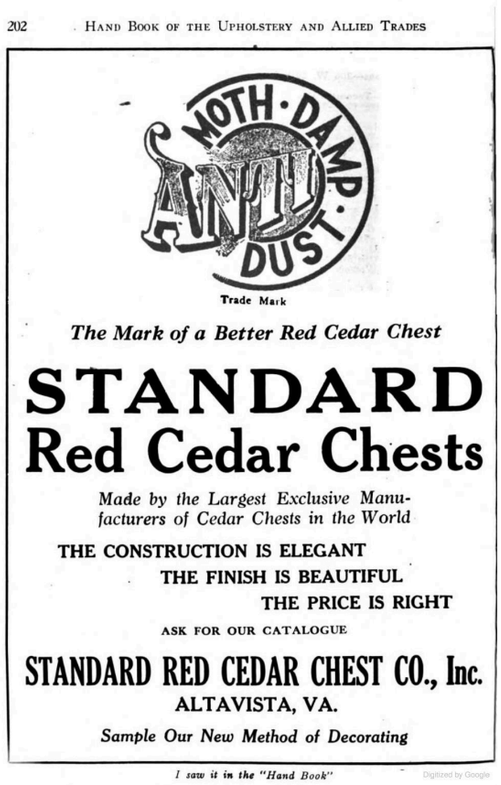

202 HAND BOOK OF THE UPHOLSTERY AND ALLIED TRADES

MOTH·DAMP·DUST ANTI

Trade Mark

The Mark of a Better Red Cedar Chest

STANDARD
Red Cedar Chests

Made by the Largest Exclusive Manufacturers of Cedar Chests in the World

THE CONSTRUCTION IS ELEGANT
THE FINISH IS BEAUTIFUL
THE PRICE IS RIGHT

ASK FOR OUR CATALOGUE

STANDARD RED CEDAR CHEST CO., Inc.
ALTAVISTA, VA.

Sample Our New Method of Decorating

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June, 1921 THE GRAND RAPIDS FURNITURE RECORD 127

MOTH · DAMP DUST ANTI

America's Greatest
Cedar Chest Exhibit

While at the July markets, don't fail to visit our space and to see the impressive line of Standard Red Cedar Chests on display.

A delightful variety—over 75 patterns, many brand new, including our famous "Hope Chests." Every chest of highest quality aromatic red cedar, made and finished the careful Standard way. Every chest a smashing value, a business-getter right off the bat.

July Markets

GRAND RAPIDS—Manufacturers Bldg.
CHICAGO, ILL.—1414 Wabash Ave.

While looking over the line, you will also want to

See Our Big Window Display Feature
and Other Dealer Selling Helps

which we furnish free to the trade. Handle Standards, and you get not only better chests but a better way to **sell** those chests, meaning quicker profits. That's why hundreds of the best dealers in the land prefer to do business with Standard.

Write NOW for Our Proposition

Standard Red Cedar Chest Co.
ALTAVISTA, VIRGINIA

STANDARD
Aromatic
Red Cedar Chests

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STANDARD RED CEDAR CHESTS ARE BEST
because they are manufactured and controlled from "The growing tree to the finished product" by the largest producers of Cedar Chests in America.
A LARGE ASSORTMENT OF DESIGNS MADE RIGHT AND PRICED RIGHT
YOU WILL FIND THAT STANDARD RED CEDAR CHESTS ARE BUSINESS BUILDERS
We devote our entire attention to manufacturing Cedar Chests exclusively, and it stands to reason that specialists in this class of work are in a position to produce a large volume of a better quality, and at a lower cost, than the concern that manufactures various lines.
The Standard Red Cedar Chest Company
ALTA VISTA, VIRGINIA
RED AND WHITE OAK
Plain and Quartered
And Other Hardwoods
We have 35,000,000 feet dry stock, all of our own manufacture from our own timber grown in Eastern Kentucky.
Prompt Shipments
Reasonable Prices
EVEN COLOR
SOFT TEXTURE
The Mowbray & Robinson Co. Inc.
MANUFACTURERS
MAIN OFFICE: 8th & Hora Sts., CINCINNATI
MILLS: QUICKSAND, KY. WEST HYDE, KY. VIPER, KY.
Quicken Dealer Turn-over
Distinctively designed trimmings and parts influence furniture buyers because dealers know such fittings quicken stock turn-over.
Furniture Hardware
A Complete Line in all the Periods. Also Commercial Furniture Hardware.
Phonographs
Lid Supports, Automatic Stops, Tone Rods, Knobs, Escutcheons, Sockets, etc.
For Immediate Delivery
Needle Cups. Double Spring Motors capable of playing three 12-inch records.
Refrigerator Parts
All Sized Locks and Hinges.
Samples promptly furnished Manufacturers on Request.
Grand Rapids Brass Co.
Grand Rapids, - Michigan
New York, 7 East 42nd Street
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Standard Red Cedar Chests are Best
because they are manufactured and controlled from "the growing tree to the finished product," by the largest producers of cedar chests in America
A LARGE ASSORTMENT OF DESIGNS MADE RIGHT AND PRICED RIGHT
We devote our entire attention to manufacturing Cedar Chests exclusively, and it stands to reason that specialists in this class of work are in a position to produce a large volume of a better quality, and at a lower cost, than the concern that manufactures various lines.
It will be to your interest to visit our display at the Grand Rapids Exposition in January, on the fourth floor of the Manufacturers' Building. Our entire line will be open for your inspection, as well as some advertising specials that mean money to you.
The Standard Red Cedar Chest Company
ALTA VISTA, VIRGINIA

OUR NEW PATTERNS
UNLOCK THE DOOR TO
QUICK SALES
CHAIRS & ROCKERS
UPHOLSTERED SEATS
Designed to please exacting buyers—made in a most thorough manner—sold at a very attractive price
SEND YOUR ORDER TODAY
Warren Chair Works
Warren, Pa.

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Lot 98: *VINTAGE LANE STANDARD CEDAR CHEST*

Est: $60 USD - $120 USD
Sold: Log in to view

Ascendant Auction Galleries
Beaver Falls, PA, US
May 19, 2018

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Est: $100 USD - $200 USD
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August 01, 2020

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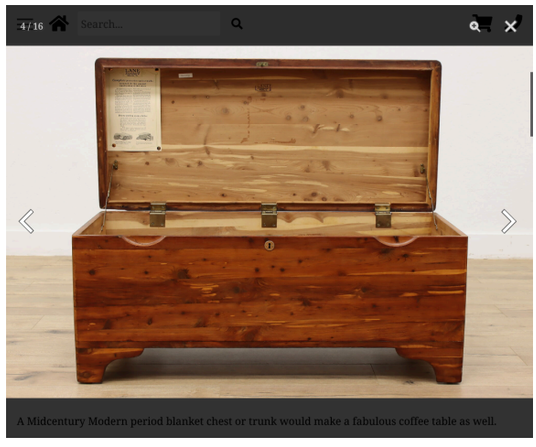

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When my father came over at the end of the first month to see what I was doing and I told him I'd bought $50,000 worth of machinery, he hit the ceiling! "What are you trying to do?" he roared, "break me?"

I explained to my father that having done his office work during vacations for several years, and having run his three farms and sawmill while he was away on his construction work, I *did* know more or less what he could do and what he could not do financially.

"How many chests do you think you can make a day with the new setup?" he wanted to know.

"Ten or fifteen a day to begin with—probably more later—" I hazarded a guess.

"Do you think you can sell all those chests?" Father asked.

"I don't know much about the cedar chest business," I told him, "but I think I can."

When my father died in 1930, the plant was turning out somewhere between 250 and 300 cedar chests per day. With each increase in production, through the years, he never ceased to be amazed that we could sell as many as we were producing.

In 1912, however, since we didn't know how successful our new venture was going to be, we didn't want to put our name on it to begin with. So, we incorporated the little company for the manufacture of this product under the name of Standard Red Cedar Chest Company, with my father as President, and with me as Vice-President and General Manager. I hired my first employees, the new machinery was installed, and we were in business.

As our operation expanded, we needed additional space. We leased and later purchased a building which had belonged to the Dameron Machine Company, a hay baling firm which had not been successful. In this, we did our cabinet work, finishing and packing, hauling our finished parts from the original little box

plant over a track which ran in front of both buildings on a little homemade car pulled by a mule. As we grew, we later rented and bought other available buildings nearby.

There was one decision which I made at that time, which I guess was made mainly on account of my ignorance. That decision was to saw our own cedar lumber rather than depending on a supplier. This was one of the most profitable decisions I ever made, placing us in a position whereby our production costs were 5 percent lower than any of our competitors'. Later I will be discussing the twenties and our national ad campaign. This 5 percent cost margin paid for our national advertising for many years.

The first ten years of the Standard Red Cedar Chest Company were very difficult. The product itself was crude compared with present day standards; production methods were elemental; a consistent sales organization was non-existent; and financing was in a nearly constant state of crisis, keeping us most of the time only about one jump ahead of the sheriff. I remember one banking organization representative told me we were insolvent. I asked him what that meant, and his answer was, if I didn't know what that meant I probably would be better off to remain ignorant of its meaning.

Despite the fact that we did not have a well-trained sales organization during the early years of our Company, we had furniture commission salesmen representing us. This ineffectual distribution method convinced me that we must in the future develop a well-trained sales force which would represent our product exclusively.

I, personally, went out to see our customers from time to time during those years.

On one such trip, I had been in northern New York State and had had little success. Returning to my hotel in Utica, discouraged and hungry for orders, I suddenly came up with an idea for a store window display which would use cedar shavings, cedar logs,

Lane "...Furniture with a Tradition and a Future" The Company's First 50 Years : Edward Hudson Lane : Internet Archive - https://archive.org/details/lanefurniturewitooooedwa/page/10/mode/2up?q=%22Standard+Red+Cedar+Chest+%22

small green cedar trees, cedar chests, and display cards which showed the many uses of cedar chests. While the idea was fresh in my mind, I went out directly and sold 25 chests to a dealer who had already turned me down. On the strength of this success, I doubled back to Buffalo where I'd previously had a refusal and sold 50 chests. I did the same in Rochester, Syracuse and Schenectady. Convinced that I could "sell with an idea," I rode on to Albany and Troy where I had equal sales success. That lesson has stayed with me through fifty years of being in business . . . you've got to sell with an idea.

In 1917, following the sinking of the *Lusitania*, the United States, of course, entered the First World War, and the government took over the operation of the railroads, placing embargoes on freight deemed non-essential. Cedar chests were not exempted from the embargo and the Standard Red Cedar Chest Company found itself in the position of either going out of business or manufacturing some product which would contribute to the war effort. This product turned out to be pine ammunition boxes. Our little Company secured government contracts and converted our plant to their production. We lost money on these government contracts but did learn a lesson production-wise; that was the development of a rudimentary progressive assembly system. Taking example from the automobile manufacturers, notably Ford, we later evolved this system into a moving conveyor system and were probably the first firm in the furniture industry to develop the assembly line, using moving conveyors for assembling, finishing, crating and transporting units from one place to another.

1922 was a turning point for our firm which had started out in 1912 as The Standard Red Cedar Chest Company. During this year, we changed our name to The Lane Company, started advertising nationally, launched a program of experimental and development work, started to organize and train an exclusive national sales force to increase distribution of Lane chests, and began to

produce cedar chests with fine cabinet wood exteriors such as mahogany and walnut to match or harmonize with other fine household furniture.

Our first experience with advertising was with billboards on the Pennsylvania and B&O railroads between Washington and New York. Dealer reaction was good and we decided, as a follow up, to run newspaper ads prior to Christmas in Richmond, Washington, Baltimore and Philadelphia, which were our biggest distribution points. We asked N. W. Ayer, the outstanding advertising agency in the Country at the time, to prepare the ads for us. Ayer recommended that two one-half pages in black and white could be had in the Saturday Evening Post, the mass publication of that day, for the same amount of money involved in running the proposed local newspaper ads. They also suggested we rename our firm The Lane Company. So it was, that The Lane Company, as we have been called ever since, embarked on a program of national advertising to bring our product to the attention of the consumer public through mass media. Since that time, we have been represented by Henri, Hurst and McDonald; Young & Rubicam; C. J. LaRoche; and currently by Doyle, Dane, Bernbach. We have probably spent in the neighborhood of $20 million on advertising and promotion since that time. This may partly account for the fact that today, a Lane cedar chest ranks along with the fraternity pin and engagement ring as a token of serious romantic intentions.

We retained the services of Arthur D. Little, Commercial Chemists of Cambridge, Massachusetts, for our ambitious program of experimental and development work, the results of which would pay off for years to come. The two research areas of precedence were the perfecting of an aroma tight cedar chest and experimentation in possible uses of wood waste.

The organization and training of an effective sales force to represent the Lane cedar chest and to insure its broadest possible distribution nationally became a prime objective in the early twenties.

We had become convinced that we needed to hire and train a group of men who would travel consistently and represent our product exclusively. Adopting and perhaps improving on some sales and promotional methods being used at the time by the kitchen cabinet manufacturers, we developed a well-trained, hard-hitting, exclusive sales force, experienced in the techniques of promotion.

There have been two periods of drastic style changes in cedar chests, one of them having occurred rather recently. The first, however, occurred during the period of the early twenties which I have just been discussing. In 1916 or 1917, we had experimented with mahogany and walnut exteriors for some of our red cedar chests, the idea being to design chests which would blend or harmonize with other fine wood furniture. We apparently were ahead of our time with this development, as the experimental chests didn't sell well and the effort was temporarily abandoned. By 1921, our competitors were offering chests in these woods and the consumer was reacting favorably. So, The Lane Company, having completed *early* research on the subject, again brought out chests made of cedar panels covered with walnut and mahogany exteriors chosen for beauty of grain and figure. Our construction was more air tight than that offered by our competitors, who were attempting to produce solid mahogany or walnut chests with a lining of cedar. We had discovered previously that solid lumber has a tendency to crack and our early experimentation paid off now, giving us an advantage over our competition.

We were now beginning to realize the overall importance of style and design and at this time, we retained the services of a staff designer who was to work exclusively for The Lane Company. Today we have a complete design department in addition to which we engage top flight free lance designers to insure still greater variety.

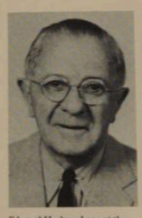
In the year 1930, we officially launched a promotional plan, the spade work for which had been done during the 1920's. Lane

Company employees had for a long time been making little miniature cedar chests as a hobby. These little chests were very popular with the girls of Altavista. They used them as jewelry boxes or to save love letters, as most of these miniatures chests had a lock and key. Our sales manager at the time developed an idea using these small miniatures which became one of the greatest promotionary plans the furniture industry has ever had. Lists of girls graduating from high school were compiled and each girl received an attractive brochure enclosing a card to take to her local furniture store, in exchange for which she would receive a free miniature chest. This "Girl Graduate Plan," as we later called it, is a way through which a dealer can become acquainted with a future homemaker at the very beginning of her furniture buying age. (Surveys show that approximately half of the girls graduating from high school are married within eighteen months.) This plan has since grown to such an extent that between one-half and two-thirds of all girls graduating from high school in the United States are presented by our customers with one of these Lane miniature cedar chests. In the 31 years it has been in operation, approximately seven million girls have received them. This, along with 40 years of advertising, may partly account for the fact that surveys show Lane as one of the best-known names in furniture.

Before the stock market crash in 1929, due to an odd circumstance, The Lane Company received, what I have always considered, an early warning. During the twenties, we had put out a two hundred thousand dollar bond issue, sold a quarter of a million dollars worth of preferred stock, and were borrowing heavily from the banks during the fall season, due to the fact that the large portion of our annual business was done in the fall, making it necessary to stock up heavily in the spring and summer. In August of 1928, at the peak of our borrowing season, two New York banks and a note broker all called for payment at the same time. The only thing that saved us from serious financial embarrassment was the support of our local banks in Charlottesville, Lynchburg, Richmond and Winston-Salem. These banks increased our lines, enabling us to get through the season successfully. We later learned that the New York banks had called us so suddenly be-

LANE CEDAR CHESTS

"Make a good product, and sell with an idea."



Edward Hudson Lane at the time of his company's fiftieth anniversary.

23 As Edward Hudson Lane summed it up years later: "In the month of March, 1912, my father attended a public auction and paid five hundred dollars for an old packing box plant which had gone bankrupt. In June, he suggested to me that I go over to Altavista, where the little box plant was located, and start manufacturing cedar chests. I was nearly twenty-one years old at the time. I had no manufacturing experience, and I had never heard of a cedar chest."

To young Edward Hudson Lane, it did not seem much different from the other assignments he was accustomed to receiving from his father, John Edward Lane, from running the family farms, to betting on race horses, to setting up sawmills. The elder Lane, left fatherless at six by the Battle of Gettysburg, was active in the heavy contracting business while still in his teens, and had become one of the leading rebuilders of the war-torn South's dams, bridges, water works, power plants, and railroads. It was in the course of building a railroad that he had founded the town of Altavista, Virginia in 1907. John Edward Lane was a doer. He was also a stern man. Even after bearing him five children, his wife, whether in public or private, never addressed him as anything but "Mr. Lane." When he made a "suggestion," he expected to get results.

Purely by chance, on his way to Altavista from his home near Charlottesville, Edward Hudson Lane ran into a Mr. Loop, who had been his instructor in woodworking during his two years at Virginia Polytechnic Institute. Loop, it seemed, had now moved to Altavista and would be happy to give his earnest young former student some advice on what might be needed at the packing box plant for the manufacture of cedar chests. Upon arriving at the site, they discovered that the packing box plant consisted of a corrugated iron building fifty feet by ninety feet, with two small dry kilns, a boiler, and a small engine. Loop wagged his head sadly. "I'm afraid," he told Ed-

ward, "that you're going to need quite a bit of work here."

At the end of the first month, John Edward Lane stepped off the train at Altavista to get a report on Edward's progress.

"We needed some machinery," the dutiful son told him, "and it's all been ordered." John Edward Lane scowled. "How *much* machinery?" "Fifty thousand dollars' worth, Father," said Edward. At that point, Edward Hudson Lane would always recall vividly, "My father hit the ceiling. Before I could explain the credit terms I had arranged, he began to shout that he was ruined."

Until the new machinery arrived, the newly-named Standard Red Cedar Chest Company did most of its sawing by hand, and the chests were nailed together with hammers. "We didn't want to put our own name on that venture," Edward Lane admitted later, "until we knew what kind of a success it would be."

With new machinery, the quality of the chests improved and production inched upward to more than ten chests a day—and now the Standard Red Cedar Chest Company faced a sales problem.

Edward Lane, the tight-lipped young man with the trusting eyes, had been advised that small factories usually relied on commission furniture salesmen, all of whom represented a number of lines. He soon decided he had better get out and learn for himself why that plan did not seem to be working. He asked a dealer in Utica, New York, if he would like to buy some cedar chests. The dealer shook his head. "No, Son, we don't need any." Edward trudged back to his hotel, thinking black thoughts about dealers. Then he switched his thinking to the dealer's point of view. He began to form a mental picture of a window display idea. He would surround a cedar chest with cedar shavings, cedar logs, even small green cedar trees—all topped off with display cards proclaiming the many practical benefits of cedar chests.

While the idea was hot in his mind, he hurried back to see the dealer—and got an order for twenty-five chests. He went next to a dealer who had turned him down in Buffalo, and sold fifty chests. He repeated the perfor-

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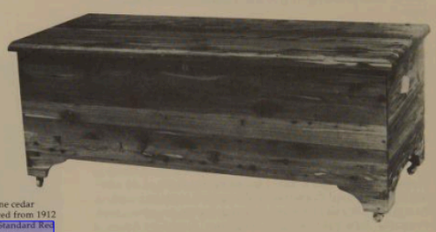

The original Lane cedar chest, as produced from 1912 to 1919 by The Standard Red Cedar Chest Company.

mance in Rochester, Syracuse, Schenectady, Albany, and Troy—and forever after would advise all his salesmen: "Along with making a good product, you've got to sell with an *idea*."

It would be a while before Edward Hudson Lane would have his ideal sales force. Meanwhile, as part of learning everything he could about cedar chests, he delved into their history, all the way back to ancient times. And there he found the greatest selling idea of all.

Cedar chests, he learned, were not just utilitarian storage places with the added benefit of protection against moths. Cedar chests were a symbol of romance—as authentic a symbol of romance as the wedding ring.

The early Egyptians had discovered the unusual protective qualities of cedarwood, and some of their chests were still on display in the world's great museums. The chests had become prized depositories for the delicate garments that would make up a big part of the bride's dowry. As the custom spread to Europe, makers of the bridal chests faced a shortage of cedar and had to turn to other woods; but they compensated by making their chests more ornate. Such Italian Renaissance artists as Leonardo Da Vinci and Andrea del Sarto had often been

commissioned to add lavish works of art to the bridal chests of wealthy families. It became a custom, when a new bride went to meet her husband, for her to be carried to the scene atop her trousseau chest—and if she came from a well-to-do family, she would have two or more chests for the dowry. Centuries later, in the United States, there would be "hope chests" with a romantic connotation—and the Virginia colonists would find plentiful supplies of cedar—but very few people would have a full awareness of the cedar chest's ancient, romantic heritage.

The romance of the cedar chest could not have been studied by a more receptive reader. Edward Hudson Lane had recently become the husband of lovely Myrtle Clyde Bell in a marriage that would stand out, for the forty-six years until her death, as a classic example of devotion.

The struggling young Standard Red Cedar Chest Company now had its strong, unique reason for being: it would be the maker of the world's finest cedar hope chests for people in love.

"It was our ambition," Edward Lane recalled later, "to build furniture units so fine that they would be the prized antiques and collectors' items of the future." To that end, he began experimenting with fine mahogany and walnut exteriors for his red cedar chests, and developed new ways of making the construction airtight.

Then World War I came along, and the would-be makers of the world's most romantic chests had to content themselves with the production of pine ammunition boxes.

Toward the close of its first decade, a banker made a careful study of the Standard Red Cedar Chest Company and concluded: "Mr. Lane, we feel obliged to tell you that your company is insolvent." Young Lane was deeply puzzled, and showed it. "What does that mean?" The banker managed a weak, professional smile. "Mr. Lane," he said patiently, "if you don't know what 'insolvent' means, I don't think you should look it up now."

Fortunately for Lane, all the earlier, wide-ranging, trial-and-error efforts seemed suddenly to come together in one purposeful, successful pattern as the company started its second decade in 1922.

Left: After a close brush with bankruptcy, the company began its second decade with advertisements like this one in the 1922 issues of *The Saturday Evening Post*. It directed its message to "the young girl gliding into womanhood . . . the radiant wife swiftly fashioning a host of baby things . . . the mother of mothers fondly dreaming o'er the lace and lavender of a bygone year," and included an abundance of practical information about the cedar chest that was "as artistic as a jewel box, sturdier than a trunk." **Top right:** A Lane chest of the early 1930's reflected Edward Hudson Lane's ambition to "build furniture units so fine that they would be the prized antiques and collectors' items of the future." **Bottom right:** A Lane inspector checks one of the most recent of more than twelve million Lane miniature cedar chests. The miniature cedar chest operation is now a full-fledged department with its own precision manufacturing equipment.

Edward Lane had decided to advertise his romantic chests directly to the consumer and had found that, by sawing his own cedar lumber instead of depending on suppliers, he could cut his production costs five percent below that of his competitors and thus devote five percent of his cost margin to advertising. In turn, his new advertising agency recommended that he take the money he had earmarked for some newspaper advertisements in several cities and use it, instead, for a national effort in *The Saturday Evening Post*. The advertising agency also recommended that he drop the cumbersome "Standard Red Cedar Chest Company" in favor of "Lane Cedar Chests."

In evolutionary stages, Lane Cedar Chests for young lovers became "Lane Cedar Hope Chests," then "Lane Sweetheart Chests," and finally, "Lane Love Chests." And to this was added the tag line: "The gift that starts the home."

A new sales director not only started developing an exclusively-Lane sales force, but was observant enough to notice that some of the Lane employees had an intriguing after-hours hobby: they were making miniature cedar chests, complete with lock and key, for their girl friends in Altavista, who prized the tiny chests for safeguarding love letters and jewelry. With Edward Lane's enthusiastic approval, the sales office compiled a massive list of girls graduating from high school and sent them all a certificate good for a free miniature chest at the local Lane dealer's store. The response came in like a landslide.

The miniature chest promotion continued to grow, year after year, until nearly two-thirds of all girls graduating from high school in the United States each year became recipients of certificates for the Lane Love Chests—"the gift that starts the home." The latest count on the "Girl Graduate Plan" has now passed the twelve million mark, and company surveys have continued to indicate that approximately half of all girls graduating from high school, every year, are married within eighteen months.

Romance was living up to Edward Lane's fondest expectations as a great selling idea. But the time was soon to come when he would have to wonder if the romantic ap-

Hampton O. Powell, chairman of The Lane Company, Inc.

peal would be strong enough to carry his company through the depression of the early 1930's.

Lane reflected on some of the company's many earlier studies of what cedar chests did for the consumer. By adding some new ideas to an earlier study, he decided he had the answer to depression-time selling. Lane advertisements soon publicized the moth as "public enemy No. 1"—the cause of two hundred million dollars in damage every year—and offered the world's first moth insurance policy, free, with every Lane Cedar Hope Chest. The moth-protection advertisements hit hard with a timely appeal—but Edward Lane still insisted on saving at least a corner of each advertisement to remind the reader of the basic romantic reasons for a Lane Hope Chest.

As the national economy turned upward again, Lane not only resumed all its romantic appeals of old, but added new styling innovations, new choices of cherry, maple, pine, butternut, and other finishes—and then capped it all with an annual Valentine's Day promotion as ambitious as the established Girl Graduate Plan. The Valentine's Day promotion did more than build sales. It also helped to smooth out the year's peaks and valleys in production.

By this time, consumer surveys were indicating that Lane was probably the best-known name in the wood furniture industry—and that it enjoyed the special favor of romantic young women who were dreaming of furnishing their first home. The surveys also pointed out that Lane's appeal was not just to the bride or bride-to-be: more than forty percent of all Lane cedar chests were being ordered by young men for the girls they hoped to marry.

If any Lane people had doubts about the male appeal of a Lane Cedar Chest, World War II quickly put the doubts to rest. GI's flooded the company with requests for information about where to mail an order for a Lane Cedar Hope Chest for that girl back home.

At the close of the readjustment period after World War II, Edward Hudson Lane was ready to act on the consumer findings. But it would not be done in haste. "We

feel we should capitalize on our name on other products," he told his management group, "but only to the extent of our ability to properly manage them and consolidate our position after each move. Operating on those standards, we believe we are now in position to move toward diversification."

The company was ready. Far more important, the consumer market of home furnishers was ready to welcome more products from Lane. In 1951, under the direction of Edward Lane, Jr., the company introduced its first collection of Lane occasional tables—a full forty different patterns in modern and traditional styling—and went on to consolidate its position in the table field as one of its top three national names. By 1956, the company was ready to expand its line to include bedroom and dining room furniture. It would all be advertised, of course, as "furniture for lovers."

After careful consolidation in each field, more diversification moves would follow: record cabinets, upholstered furniture, rocker/recliner chairs, and other pieces. By the time of Edward Hudson Lane's death in 1973, his company was operating eighteen plants in five states, with forty-four hundred employees and an annual sales volume of more than one hundred million dollars.

Bernard B. Lane, president of The Lane Company, Inc.

In the mid-1950's, the founder had been succeeded, as president, by Hampton O. Powell, who had joined the company at sixteen, fresh out of high school. In the mid-1970's, Powell moved to chairman, and the presidency was assumed by Bernard B. Lane, one of the four sons of Edward Hudson Lane. Others in the management team include Landon B. Lane and Edward H. Lane, Jr.

Edward Hudson Lane, who often had said that his first concern was not production, or sales, or finance, but *people*, had built a team that could carry his planning forward; and he had installed a company merit system to make certain that ability and performance counted more than kinship.

"The furniture industry as a whole," Edward Hudson Lane once observed, "is made up of family businesses, and many of these families, in one way or another, play out. Younger, more vigorous competitors come along and

take their business away from them. I decided, long ago, that I must always consider what's good for The Lane Company first."

MARKETING INSIGHTS

What product could be duller than a wooden box? Even if it is made of cedar, in order to repel moths, a box is prosaicly utilitarian. But if one looks into history, as Edward Hudson Lane did, an abundance of romantic imagery reveals itself. Having done his homework, Lane was ready to offer cedar hope chests to every young woman in love.

His was a large, considered purchase; but he found a way to "sample" it selectively with miniature chests, offered free to female high school graduates—approximately half of whom (according to his surveys) would be married within eighteen months.

Edward Hudson Lane learned early about the vast difference between "order-taking" and "creative selling." He also learned that magazines, selectively distributed, are the best media for a detailed romantic appeal to young females. Today, of course, magazines offer increasingly selective circulation, making it possible for an advertiser to cover not only his best target audiences, but to pinpoint the circulation to the geographical areas where he has dealer representation.

Having established itself among young lovers as the maker of the finest cedar hope chests, The Lane Company was in a strong position to expand into the making of other furniture for the entire home.

LEVI'S JEANS

"The cowboy's tailor"

24 Certain avant-garde members of the fashion world may have been startled when, in 1971, Levi's Blue Jeans won a special Coty Award as America's outstanding contribution to international fashion. Undoubtedly, they were further bemused when they learned that the humble Levi's garment, which began through sheer coincidence, also ranked as probably the only item of American wearing apparel whose style had remained basically the same, totally oblivious to the dictates of fashion, for more than one hundred twenty years.

Levi Strauss, like a motley multitude of others, had been drawn to San Francisco in 1850 by the magnetism of the gold rush. He was just another twenty-year-old Bavarian immigrant, living with relatives in Louisville, Kentucky; but he had two merchant brothers in New York City, and when he asked their advice on the best way to establish himself in California, they outfitted young Strauss with a sample inventory of silks, broadcloths, and fine dress goods—plus a generous amount of canvas duck for tents and Conestoga wagon covers.

It was attractive merchandise. Other passengers on the long voyage around Cape Horn soon purchased everything but the canvas duck. The canvas, Strauss had cautioned them, would be his featured item in frontier California. But when he finally landed and spread out his stock, only one solitary, ragged miner took the time to look it over and then, wagging his head, he observed ruefully: "You should've brought pants."

"Pants?" Levi's brothers had never mentioned pants.

"Yep. Pants don't wear worth a hoot up in the diggin's. You can't get a pair strong enough to last no time."

Levi Strauss promptly headed for the nearest tailor, a roll of canvas under his arm; that first inquirer would soon be on his way to the diggings in a pair of canvas pants; and later visitors from the diggings would be asking where they could find "those pants of Levi's."

Levi Strauss at the time of his arrival in San Francisco in 1850. His stock of tent canvas just gathered dust—until a miner suggested it might make good pants.